

**JIM BRUNJES**  
**VICE CHANCELLOR / CHIEF FINANCIAL OFFICER**

**TEXAS TECH UNIVERSITY SYSTEM** **1999-Present**  
**Vice Chancellor/Chief Financial Officer**

Vice Chancellor and Chief Financial Officer for Texas Tech University System. Serves as line officer responsible to the Chancellor for fiscal affairs of the Texas Tech University System (annual budget – approximately \$1.3 billion). Responsible for the overview and monitoring of the System's investment portfolio, consisting of approximately \$1.2 billion, to provide short term cash needs and to meet long-term endowment growth.

**TEXAS TECH UNIVERSITY** **1996-2000**  
**Vice President for Fiscal Affairs**

Responsibilities as Vice President for Fiscal Affairs include administrative direction of budget, fiscal, personnel, payroll and administrative computing

**TEXAS TECH UNIVERSITY** **1991-1996**  
**Vice President for Administration**

Responsibilities as Vice President for Administration included administrative oversight, strategic planning and budget coordination. Directed daily operations of President's Office and Board of Regents Office.

**TEXAS A&M UNIVERSITY SYSTEM** **1987-1991**  
**Associate Deputy Chancellor, Budgets and Information Systems**

**SOUTHWEST AIRLINES** **1986-1987**  
**Vice President of Systems**

Had information system and reservation responsibilities.

**MIDWESTERN STATE UNIVERSITY** **1984-1986**  
**Vice President, Business Affairs**

**UNIVERSITY OF HOUSTON** **1976-1984**  
**Associate Vice Chancellor, Budgets and Computing**

**OTHER EXPERIENCE** **1972-1976**

Led a major computer system project with Lockheed at NASA-Houston and was a research mathematician at Calspan (formerly Cornell Aeronautical Laboratory). Have also taught High School and Junior High Mathematics (1969-1971).

**EDUCATION**

**Texas A&M University** **May, 1972**  
**Masters of Statistics**

**Texas Tech University System**

**Senate Higher Education Committee**

Cost Drivers in Higher Education

September 23, 2010

Jim Brunjes

Vice Chancellor & Chief Financial Officer

Texas Tech University System

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**Role & Functions of Higher Education**

Higher education is the transmission of knowledge from faculty to student through instruction in the classroom and laboratory (teaching), creation of new knowledge done primarily in the laboratory (research), and dissemination of knowledge (public service).

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### Categories of Costs

The costs of higher education can generally be grouped in 3 categories:

- Personnel
- Infrastructure
- Overhead

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### Personnel Costs

- Number of faculty has increased to meet the increasing demand for services
  - Growth in enrollments
  - Quality is directly related to class size
  - Method of delivery affects the cost
- Number of staff to support faculty and students has grown as students require more services
  - Information technology
  - Information systems
  - Student advising and counseling
  - Quality and number of student amenities

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### **Personnel Costs (cont.)**

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- Number of staff has grown in response to increased state and federal regulation
  - Environmental and safety requirements
  - Increased accountability and reporting
  - Increased number of accrediting bodies
  
- Benefits
  - Health insurance
  - Retirement benefits

### **Infrastructure Costs**

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- Physical Plant
  - Large physical structures with numerous specialized buildings
  - Utilities
  - Distance education – supplement and extension to basic education
  
- Library
  - Transition from paper media (books, journals,...) to electronic media
  - Greater diversity of needs (information center) and increased levels of support

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## Overhead Costs

### Administration

- Regulatory & compliance costs
- Human resources
- Accounting
- Payroll & personnel
- Audit
- Legal
- Risk management
- Information technology

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